Evaluation of Results of Performance Improvement Teams
Manuela Ramos Movement
Peru

July 4, 2003

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EXECUTIVE SUMMARY

The Manuela Ramos Movement (MMR for its Spanish acronym) is a Peruvian NGO that has been working for the past 24 years in women empowerment and the promotion of women's rights. MMR through its Reprosalud Project received technical assistance from MSH/FPMD throughout its organizational expansion and consolidation of its operational processes between the regional offices and the head office (1998-2000). In its 2001-2004 Strategic Planning Process, the institution identified the need to strengthen its management and leadership capabilities in order to address future challenges. Faced with this situation, MSH through its Management and Leadership Program, introduced the performance improvement methodology to Manuela Ramos with the aim of identifying the main challenges that MMR's management was facing to ensure organizational efficiency and sustainability in the medium term.

From June 2001 to October 2002, using the Performance Improvement methodology, four key institutional challenges were identified, and four teams were formed to study said challenges and propose specific actions to improve the institution's management and leadership. These challenges included: the promotion of new leaders, the generation of reflection and analysis spaces, as well as a new modern and functional governance structure that would ensure the internalization of institutional values.

The teams submitted their proposals from June to September 2001. Due to other institutional priorities, the proposals were approved in February 2002 and the teams reinitiated their work in March of the same year, and developed their final proposals, which were approved by the Assembly in August 2002.

In October 2002, an evaluation was carried out using a qualitative methodology to assess the results of the improvement teams, and the purpose of this document is to present said results.

During the evaluation it was determined that as a result of the work of these improvement teams, a number of structural changes were implemented, and governance organs were established, to allow for the development of a decision-making process in accordance with the organization's size and the environment's demands, A systematic reflection and analysis space was incorporated to allow for the ongoing generation of new proposals, and the planning area was reinforced to undertake monitoring and follow-up responsibilities. With respect to leadership, a series of changes are being implemented as regards hiring policies and promotion of new leaders. The proposal for the internal development and promotion of leaders was postponed until 2004. The Director and the Executive Committee are following up on these improvements.

Among the conclusions of this study I found that some factors that contributed to the success of this intervention were:

- The management performance improvement process was suggested to MMR at a very convenient point in time, when the organization was undergoing a crisis and the selected challenges were directly related with its own survival.

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- With respect to participation, all key actors were involved from the beginning, the improvement teams worked enthusiastically and professionally, and received the support of the General Direction as well as from the program coordinators.

- The teams acknowledged that the performance improvement methodology as well as the support provided by MSH's consultant were extremely useful to orient them.

Significant achievements were attained as regards the issues that were addressed, such as the promotion of new leaders, the generation of reflection and analysis spaces and the development of a new governance structure, which had an impact on organizational culture. However, in order to reap the fruit of this effort, it is necessary for the General Direction and the Executive Committee to monitor the implementation of these actions in addition to keeping the staff informed regarding the progress attained.

FOREWORD

I.   Institutional Context

The Manuela Ramos Movement (MMR) is a Peruvian NGO that has been working for the past 24 years in women empowerment and the promotion of women's rights. Since 1994, MMR through its ReproSalud Project, grew from an organization that worked only from Lima, to working in nine of the poorest indigenous regions in Peru's rural areas.

In June, 2001, MMR was in the process of drafting its 2002-2004 Strategic Plan. At the time the organization had just signed ReproSalud's extension for an additional five years, having undergone a period of great tension as a result of its awareness raising efforts: on one hand it had to cope with the project's growth, which expanded to the national level, and the substantial increase in the number of beneficiaries[1], and on the other hand its dependency from USAID, which financed approximately 90% of the Institution's sustainability.

Since its creation in 1981 as a non-profit Civil Association, the structure of the Manuela Ramos Movement comprises the Associates Assembly and a General Coordinator as the governance bodies. From 1993 to 1998 an Assistant Coordination unit was established to support the General Coordinator.

For the everyday decision-making process three associates used to meet on an informal basis, and a Program Coordinator was in charge of monitoring their actions. In 1999 the Directive Council was established, which assumed operational decisions regarding the institution's activities. It meets on a monthly basis and is composed by 5 persons in addition to the Administrative Manager. It is worth pointing out that for the first time a non-associated worker is participating (See By-laws).

Moreover, since 1999 a participation instance was established at the intermediate direction level in charge of institutional evaluation, analysis and projection, whose current name is MEPI.

The governance structure that Manuela Ramos used to have corresponded to a small institution, where collective decision-making was facilitated; however, when it assumed the execution of the ReproSalud Project, the institution grew significantly, and this changed the dynamics of its decision-making process and governance structure. Although the establishment and operation of the Directive Council has helped bridge certain decision-related gaps, this was not sufficient to attain the governing agility that was necessary for the institution's effective operation.

That is how through the ReproSsalkud Project, a proposal was submitted to USAID requesting the allocation of part of the resources to institutional strengthening, which would allow the project to secure the support of a Consultant that would facilitate the management improvement and institutional governance processes. This consultant had previously supported the management of said project.

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[1] During the last evaluation in early 2002, ReproSalud showed that it had had an impact on women's knowledge, behavior and use of health services. There are approximately 200,000 direct beneficiaries, compared to 30,000 in other MMR projects

II.   MSH's technical support

In order to strengthen the management development process within the ReproSalud Project, MSH/FPMD provided technical assistance from 1998 to mid 2000, at the regional level as well as at the Institution's headquarters in Lima, to develop the managerial abilities of the coordinators and advisors as well as to incorporate the continuous improvement methodology for the improvement of the different processes.

Given that the ReproSalud Project is part of the Manuela Ramos Movement, the possibility of working with the entire organization and not solely with the project's staff, was foreseen since the beginning. As of the incorporation of the managerial functions of the ReproSalud project into the Movement's management, the need to work with the same managerial approach became even clearer. That is why since 1999, Manuela Ramos Director Ms. Victoria Villanueva and the Administrative Manager Rosa Espinoza requested MSH's support to strengthen the Manuela Ramos Movement.

At the beginning of MSH's new M&L Project (Management and Leadership Program) USAID Peru, decided to support institutional strengthening during 2001, in order to strengthen Manuela Ramos' s management development.

The intervention's objectives were the following:

1. Identify the key actors within the Manuela Ramos Movement and secure their involvement in the change process
2. Determine the desired situation of Manuela Ramos within two years, in terms of expected organizational performance and the required capabilities to respond to internal as well as external challenges.
3. Identify the main areas that required improvement in order to implement the necessary organizational changes
4. Organize project teams to conduct each improvement initiative, entrusting them with clearly defined responsibilities regarding the required support and follow up within the short term as well as in the long term, taking into consideration the ultimate responsibility for the full range of changes.
5. Create a leading team to conduct the change initiative and implement the process monitoring system, obtain clear organizational results and establish a sustainable change process at MMR's headquarters.

The work methodology used for this intervention was based on an initial diagnosis, which was in turn based on interviews with key staff, meetings with the Associates Assembly and the directive and management team to clarify the vision and strategy, organization of workshops with the operative staff in order to involve them in the change process and commit them to teamwork at the project level.

III.   Securing support from different actors

MMR requested MSH's support through its General Coordinator. From the beginning the work plan was negotiated with the Directive Council and discussed and agreed with the managers team. Work proposals were developed by teams composed by managerial staff, and within each team there was at least one member of the Directive Council. Given that the proposed issues dealt with core topics, the proposals were submitted to

the Associates Assembly for approval. At one point there were some misgivings among some members because they felt they had not been sufficiently informed from the beginning. However, communications were reestablished and their support was secured for further project development and approval. Three different USAID officers worked as MMR's counterparts throughout the entire process. The three officers were fully aware of the institution's existing structure and were very interested in supporting institutional strengthening in order to guarantee ReproSalud's survival once USAID's funding concluded. However, it was not possible to obtain more funding to continue with the performance improvement process.

IV.   Project Evaluation Objectives and Methodology

From October 21 to 25, 2002, an evaluation of the results of the improvement team was carried out as well as an assessment of the application of the Performance Improvement methodology.

Purpose of the evaluation

Identify the achievements attained by the improvement teams with respect to the identified challenges and evaluate the usefulness of the performance improvement methodology to obtain said results

Specific objectives:

1. Document the achievements of the improvement teams with respect to the identified challenges

2. Evaluate the usefulness of the "performance improvement" methodology as the main guideline for the design and implementation of improvement projects

3. Investigate how teamwork had worked in terms of planning and managing the improvement project

4. Identify the factors that boosted or hindered the process

Methodology

- A qualitative methodology was applied using focus groups as well as a thorough review of the documents of the different improvement projects
- Four focus groups were implemented, one with MMR's director and manager, and three focus groups composed by members of the improvement teams. A total of 23 persons participated, representing all the organization's areas, at the directive, managerial, and coordination levels. The average seniority of the participants was 8 years. Five of them were part of the founding team.
- During focus groups meetings, the leader proposed the questions that had been previously listed in a guide and took note of the comments made by the participants. When there were differing comments, all of them were written down using the same language.

- Thereafter the evaluator summarized the comments of each focus group and analyzed them taking into account the documents and products obtained by the improvement teams.
- Due to budget constraints, the evaluation was carried out by the same person who had facilitated the improvement process.

The evaluation's key questions were:

1. What were the achievements of the improvement teams with respect to the identified challenges?
2. How useful was the "performance improvement" methodology as the main guideline for the improvement project's design and implementation?
3. How did teamwork function in terms of planning and managing the improvement project?
4. What role did the Associates Assembly play in the process?
5. What were the factors that boosted the process and what were the obstacles that had to be addressed?

Below is a summary of the findings based on the project's documentary information, as well as the appreciations of the focus groups.

DESCRIPTION OF IMPROVEMENT PROJECT

I.   Diagnosis of current situation

To launch the M&L Project, MSH's consultant furnished a diagnosis of the organization's current situation in June 2001. The purpose of this diagnosis was to identify the main challenges that the organization had to address during the upcoming three years and what organizational changes were necessary to address said challenges.

The diagnosis was made as follows:
- Documentary analysis: evaluation by Vicky Guzmán (external consultant specialized in policy-related issues) to prepare the strategic plan and other evaluation reports
- 17 interviews with members of the directive committee, regional coordinators and program coordinators
- Two focus groups formed by the remaining managers

With the results of the aforementioned interviews and the inputs of the focus groups the Directive Committee worked with MSH's consultant, and together they prepared the following summary following the steps of the Performance Improvement model:

1.   Current Situation

During the past five years MMR took a qualitative and quantitative leap to become one of the largest and most powerful women NGOs. It has presence, representation and prestige at the local, national and international level. It enjoys a significant political clout. On the other hand its programs are at different stages of development, they are largely dependant from USAID's funding, and sometimes the institution's efforts that are mostly focused on complying with the stated goals hinder the establishment of reflection and

analysis spaces. Its rapid growth and its endeavors to attain efficiency have raised fears among its members that these efforts could weaken the institution's fundamental values and deteriorate its image. On the other hand they have observed that the same persons always hold directive and representation positions, and there is not enough new blood in the ranks. All this leads to the following challenges:

2. Challenges

a. Have a modern governance structure in place that preserves the essential values
b. Increase the coverage and impact attained and make them financially sustainable over time
c. Project an image that is consistent with the values and disseminate contributions
d. Generate reflection and analysis spaces
e. Identify and promote new leaders

3. Desired situation

During a workshop with the Directive Council and the managers team, held in June 2001, the Directive Council submitted a summary of the current situation and invited the managers to develop the desired situation. First they carried out an exercise aimed at identifying a vision for the future, and prepared a report on "Whether MMR would have appropriately addressed its challenges within three years, and what would it be like then? With the result of said visualization they established the desired situation for each challenge at three levels; personal performance, organizational performance and expected final result.

a. Have a modern governance structure in place that preserves the essential values		
Personal Performance	**Organizational Performance**	**Expected final result**
Leaders who promote continuous analysis and reflection about the values	Feedback system and review of the institution's essential value	Staff who are aware of the values and have adopted and internalized them
Persons with an executive profile hold directive positions	• Staff recruitment and selection system that guarantees that the individuals who have an executive and managerial profile are appointed to management positions • Well defined and respected authority limits and authority levels • Current and functional organizational structure • Timely and systematic review of strategic plan	Agile and participatory decisions that timely address current issues, and meet client and donor requirements

b. Increase the coverage and impact attained and make them financially sustainable over time		
Personal performance	**Organizational performance**	**Expected final result**
Autonomy and not provider-oriented mentality at staff level, entrepreneurial attitude	Regulations to train and incorporate promoters in other institutions and groups	Legal and health promoters incorporated to government services, women's groups and other groups
Trained persons with experience in the development and sale of proposals	System to provide external consultancies, which communicates with the environment and can be sold	Teams within Manuela offer consultancies and generate income.
Not for profit entrepreneurial mentality of business units within Manuela	Autonomy of credit area (Credimujer) and product development area	Women promotion programs integrated to Manuela, which are sustainable over time
Staff: • Knowledgeable, skillful and permanently creative and innovative staff to prepare new projects • Staff relate well with donor agencies	• Systematic analysis of cooperation agencies • Business plan • Stimulation system for new projects	Diversification of donor portfolio

c. Project an image that is consistent with the values and disseminate contributions		
Personal performance	**Organizational performance**	**Expected final result**
• Team of specialized persons, prepared to participate in different media	Reinforcement of institutional image: • Defined political image to be projected • Defined institutional communication strategy • Direction of centralized strategy • Adequate technology	Staff informed about contents and dissemination strategy MMR's image fighting for democracy, gender equity and against poverty

d. Generate analysis and reflection spaces		
Personal performance	**Organizational performance**	**Expected final result**
• Staff's willingness to develop and share new knowledge • Flexibility and willingness of superiors to accept and promote team contributions	• Discussion circles work systematically • System to foster new proposals (contests, ideas box)	• Analysis of institutionalized practices • Institutional team possesses shared knowledge
• Learning, discipline and willingness to write	• System that promotes the publication of studies based on other experiences • Policies to dedicate time, budget, and grant rewards for the production of knowledge	Transmitted knowledge raises the awareness and sensitivity of different audiences

e. Identify and promote new leaders		
Personal performance	**Organizational performance**	**Expected final result**
• Defined profile of Manuela's leaders	• Recruitment and promotion system for leaders with managerial and representation capabilities • By-laws that promote the identification and promotion of new leaders	New people in representation positions Staff in directive positions have managerial and leadership capabilities

IV Implementation Process

Of the five challenges that were identified, four were selected to be investigated thoroughly by four improvement teams, as well as to identify the current and desired situation of each one of them, the gap and its causes, and to submit an intervention proposal. The four selected projects received the following names:

1. Promoting new leaders within Manuela (identify and promote new leaders)
2. Manuela thinks and envisions the future (generate reflection and analysis spaces)
3. Proposed governance structure (modern governance that maintains values)
4. Making our values visible (project an image that is consistent with the values, and disseminate contributions)

The teams developed their proposals between June and September 2001. Once these were developed they were submitted to the Associates Assembly for approval. Due to other institutional priorities, the proposals were not approved until February 2002, and the teams reinitiated their work in March of that same year, developing the final proposals that had been preliminarily accepted by the Assembly in August 2002.

The purpose of the teams was to study the situation and propose the necessary changes that would be implemented later by the General Director and the Executive Committee. The projects developed by each improvement team as well as the products and opinions selected from the focus groups regarding the results attained are described below:

1. Promoting new leaders within Manuela

The team composed by six persons conducted four activities:

- They worked as a team to define the current and desired situation and to analyze the causes, taking as a basis the initial diagnosis performed by MSH and the results of the initial workshop held in June 2001.
- Later on they held a workshop with 26 persons from the central level to define the leader's profile for Manuela Ramos.
- They reviewed institutional policies and procedures for selection, induction, training, performance evaluation and promotion at Manuela Ramos
- Together with MSH's consultant they held a workshop with the managers team from the central level as well as with regional coordinators in order to validate the system for the identification and training of new leaders

a. Current situation

The institution was permanently engaged in seeking new leaders. Rapid growth and the need to plan for organizational sustainability in the medium term have underscored this need. However, it is continuously observed that the same people hold management and representation positions within the institution, and in many cases these are held by the associates themselves, and these individuals do not necessarily have the profile required to hold said positions. Additionally, some associates and/or workers with a

leadership potential have found other job alternatives or professional opportunities outside the institution. These arguments suggest that a formal mechanism should be created to identify, prepare and retain leaders.

b. Desired situation

- Have new rosters of leaders to occupy management and representation positions within the institution.
- Have a systematic mechanism in place to identify new leaders
- Have a program to prepare new leaders
- Have policies to identify, prepare and promote new leaders

c. Analysis of causes

When the institution's by-laws and regulations were analyzed it was determined that current institutional policies did not preclude the possibility of in-house leadership development within Manuela, but they did not promote this directly either. On the other hand, staff training depends on the level of specialization or professional reinforcement required for the functions and/or positions assumed, focusing on the production of programmatic results, but not, on leadership development for trained persons.

d. Pending activities to be carried out

- Implement the program to identify and prepare new leaders
- Prepare a proposal to modify or add institutional policies

e. Results[2]

- "Finally the need to develop leadership has been taken into account, we acknowledged the fact that we had not been nurturing it, we always elected the same person when we thought of the leader's model, and this led to a confrontation"
- "When we saw the type of leaderships we needed, we realized that they had to be different, focused toward the inside and toward the outside. That is why we defined two types of profiles, some officers had to be efficient, not leaders".

f. Products[3]

- Proposed leader's profile
- Design of identification and training system for new leaders
- Result indicators and process indicators.

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[2] Taken from the evaluation focus group involved in this process, September, 2002

[3] Leader's profile, indicators and identification and training system for new leaders in Annex 2

2. Manuela thinks and envisions the future

The working team performed a diagnosis as the starting point to prepare the improvement project proposal. This diagnosis was made based on:
- The conduction of a survey sent to the organization's entire membership, which was answered by 108 persons (out of approximately 200) regarding the factors that favor or hinder reflection and learning to generate new proposals
- Seven interviews to broaden the concepts addressed in the survey, with some persons responsible for support programs or organs, as well as with members of working teams
- A discussion group to address the same issue with the members of the improvement team.

a. Current situation

Manuela Ramos is not foreign to the importance of having a feedback process in place based on "doing" and "thinking". The experiences and reflection spaces have been diverse and numerous, as well as the analysis and production of knowledge within the different areas or programs, as well as within the institution and in inter-institutional environments. However, this process should be carried out in a more systematic, articulated and pro-active manner, both in terms of the formulation of innovative interventions that get their feedback from reflection and analysis based on the program's experience as well as on other programs developed within the institution and their ability to secure funds; and also with respect to our role as an institution that produces, circulates and disseminates ideas.

b. Desired situation

Develop an institutional policy proposal that ensures permanent reflection and analysis mechanisms as well as production of knowledge regarding institutional interventions and the social, political and economic context, that translate in innovative proposals with the corresponding funding, and to continue strengthening ourselves as a reference point for public and private entities and civil society as a whole, in the area of promotion and defense of women's rights.

c. Analysis of underlying causes

At Manuela Ramos a set of reflection, analysis and knowledge production experiences are acknowledged, which have been adopting different modalities and results, among other things, depending on the stage of institutional development and the programmatic and operational challenges and commitments it was supposed to assume. Through this diagnosis we would like to perform an in-depth analysis of the aspects that fostered or hindered its permanence.

Acknowledged reflection, analysis and knowledge production spaces

- Workshops and meetings with women from grassroots organizations, to identify the needs expectations and proposals to implement and improve programs and projects.
- Systematization of experiences

- Topic-oriented tables, such as the Economic Rights Table, the Intercultural Table, and the Racism Table
- Leadership group
- Campaigns, as conceptual and strategic review moments
- Meetings of working teams
- Diagnosis prior to an intervention
- Research
- Analysis center

Aspects that favored its production and permanence

- Need to reflect on institutional interventions
- Need to re-articulate related lines of work
- Institutional work and experience have generated new topics for investigation and reflection
- Need to discuss and define conceptual aspects based on feminism

Aspects that hindered its permanence

- Lack of funding (international cooperation is not always interested in funding reflection, analysis or research spaces)
- Absence of specific time to process and reflect on experiences
- Spaces depend from a call issued by the General Coordinator
- Lack of motivation
- Spaces end when their objectives are attained. Closely linked to concrete products (work coordination, clarification of topical aspects, preparation of a proposal or project, etc.)
- The assumption that there is a consensus or exhaustion of debate regarding some issues or conceptual aspects.
- The fact that reflection and analysis processes are not always collective
- Reflection and analysis are not clearly identified as an institutional line of work.

d. Activities to be carried out

The director together with the executive committee will be in charge of:

- Preparing an annual program for quarterly topic discussions
- Discussion program regarding new publications, within the annual topic discussion program
- Implementation of yearly innovative proposal contest
- Training in systematization as part of the innovative proposal contest
- Write down the policy and design the format to design new projects that should include time for reflection and analysis
- Continue strengthening the PME, so it can assume its responsibilities in connection with the previous points

e. Results[4]

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[4] Taken from the focus group that evaluates this process, September 2002

- "A reflection space was created regarding the reflection process, as a pilot space; it was a mutual learning process, a demonstration that it is viable."
- "One of the findings is that people are interested in reflection and how information is delivered and disseminated, not only on reflection and production of knowledge."
- "Another finding, is that there is not only opinion for the sake of opinion, but a demand for training in the area of systematization."
- "We discovered that it is necessary to implement a participatory mechanism to get to know Manuela's opinion, to really gather the points of view."

f. Products

Design of six mechanism that promote reflection and analysis, and the objectives, procedures, policies, expected results and evaluation indicators thereof:
- Quarterly topic discussions on intervention, reflection and systematization of working teams processes
- Discussion and socialization of new publications
- Annual innovative proposal contest
- Institutional training system in the area of systematization
- Design of new projects that include time and money for reflection and analysis (among other requirements)
- Creation of an instance that promotes reflection and analysis within the PME unit

3. Proposed governance structure

The group carried out the following activities:

- They conducted a survey among the entire staff through which they were able to gather the staff's insights regarding the characteristics that the head of an area must have as well as the way to speed up the decision-making process at MMR.
- They held a workshop with the help of an external consultant experienced in organizational structure
- They gathered the opinion of two other consultants in order to obtain a technical and political insight concerning the proposed structure.
- They interviewed the program coordinators and persons responsible for support organs regarding the names of the units at their charge.

a. Current situation

In the initial diagnosis of the performance improvement process, performed by MSH / Lourdes de la Peza[5], the following problems were identified in the current governance structure:

- Slow decision-making process.
- Tension between efficiency and the adoption of democratic decisions.
- The limits of the Directive Council's authority are not clear.
- Absence of a formal decision-making instance.

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[5] Description of diagnosis on Page 6 of this document.

- Doubts about who should be part of the Associates Assembly.
- Superposition of functions among the institution's general coordinator, representation and management.
- Absence of agenda at meetings.
- Failure to follow up on the agreements.

Although it is true that some expressions stemming from the interviews, such as, "absence of a formal decision-making instance" or "the limits of the Directive Council's authority are not clear", constitute perceptions that may not reflect reality; during the workshop carried out with the participation of the Directive Council and MEPI, it was acknowledged that the current institutional governance structure is not adequate in terms of the responsibilities, growth and current context. This situation generates, among other things, difficulties as regards problem solving, technical and administrative initiatives, the managerial capabilities of leaders at intermediate management level, the identification of persons who hold positions that do not correspond to their profile, the institutional capacity to implement its strategic changes and adjust to the national context. The consequence of this is a sense of malaise, lack of motivation and tensions among the staff, which could in turn lead to the absence of innovative and strategic proposals.

b. Desired situation

Due to the foregoing, having a modern governance structure was selected as one of the main institutional challenges, defining the **desired situation** as follows:

To develop a governance structure proposal for Manuela Ramos that will facilitate decision-making, making it more expedient and participatory, responding timely to the prevailing circumstances, and to the demands of clients and donors, as well as developing an efficient information system.

The following is needed to attain this:
- Persons with an executive and managerial profile appointed to directive positions
- Authority limits and authority levels are defined and respected
- Updated and functional organizational structure
- Timely and systematic review of strategic plan

c. Analysis of underlying causes

In the conversations held during the workshops carried out with the institutions directive staff, as well as during the internal discussions within the group, it was concluded that it was necessary to underscore the following aspects that are also considered part of the Initial Diagnosis[6] .

- Managerial functions have not been valued as a strategic element for the conduction and viability of a modern and efficient institution.
- Program direction has been focused on its own tasks (new projects and funding) and not on the institutional vision, a situation that the upper management has been unable to control or facilitate in due time.

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[6] Reference on Page 6 of this document

- The persons that are part of the decision-making and operational instances assume the role of judge and plaintiff at the same time, which generates a conflict of interests.
- There is a dispersion of intervention lines, Manuela's tasks must be focused.

d. Activities to be carried out

- Final adjustments to the design and implementation of new structures
- Ensure that authority levels of directive positions are respected
- Development of executive and managerial profiles for directive positions
- Review staff recruitment, selection and promotion system for directive positions

e. Results

- Operational diagnosis of previous structure, governance organs, identification of bottlenecks or obstacles that hinder the good operation of the aforementioned structure
- Determination that in most cases the functions were adequate but they were not adequately executed
- From the structure proposal, the following were incorporated:
  - Establishment of directive council
  - Establishment of executive committee
  - Appointment of director's assistant
  - Recommendations issued to avoid conflicts of interest within the Assembly and between the Assembly and the directive council and the staff that works at the institution

f. Products

- Proposal for a more functional organizational structure that avoids conflict of interests
- Review of authority levels within directive positions
- Basis to review executive and managerial profiles for directive positions

4. Visualizing our values

MMR's institutional values were reviewed by the improvement team, first through an analysis of various institutional documents and evaluations. This constituted the basis, and thereafter a questionnaire was distributed to the entire staff. Based on these elements the most important values were obtained, and MMR's Decalogue was prepared. Work was also carried out with the group concerning the proposals to keep the values alive.

a. Current situation

MMR has stood out for its values with respect to women's rights, participation and democracy. The staff's identification with institutional values is acknowledged by its clients, donors and by those who provide advise. However, the institution's rapid growth, the need to adopt modern forms of organization for the sake of expediency in the

decision-making process, in accordance with the prevailing situation, has awakened the fear that incorporating an increasing number of staff and the pressure for efficiency could erode the institution's fundamental values.

b. Desired Situation

Have an institutional methodology in place that will allow for the ongoing dissemination, review and feedback of institutional principles

- Periodical workshops and a continuous reflection process by the persons responsible for each unit and their staff is proposed for socialization and feedback. This must be supported with adequate materials**.**

- The review of institutional values must be carried out every time the strategic plan is evaluated. The situation analysis or SWOT (strengths, weaknesses, opportunities and threats), adherence of institutional policies and procedures to the Decalogue of declared values should be analyzed. If there are changes in the declaration of values or the way they should be implemented, these must be foreseen in the strategic plan.

- The individual evaluation of perceived values should be incorporated to institutional staff selection and performance evaluation processes. An evaluation mechanism of perceived, accepted and internalized institutional values should be incorporated to the instruments used.

c. Analysis of underlying causes

Contrary to what was expected, the staff was clear about Manuela's values and largely agreed on the fundamental values. There is a process of continuous reflection regarding those values although it does not occur systematically.

d. Activities to be carried out

- Reflection about the meaning of these values
- Dissemination of values, workshop and contests
- Continuous review of institutional instruments every three years together with the strategic plan in the light of said values

e. Results[7]
- "Finding that feminism and other values are more widely accepted than was expected."
- "The declared values were rescued from a number of documents; the values that the consultants saw in Manuela were used as a basis for the questionnaire."

f. Products
- Review of institutional principles, development of Decalogue.
- Suggestions for dissemination mechanisms and internalization of principles
- Suggestion for institutional principles review and feedback methodology.

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[7] Taking the focus group evaluating this process, September, 2002

MAIN FINDINGS

I.   Summary of opinions expressed within focus groups

During this last visit from October 21 to 25, 2002, three focus groups were conducted as well as an interview with the Director and Manager to know their opinion regarding the results of the improvement teams as well as the application of the Performance Improvement methodology. Following is a summary of the opinions expressed within the focus groups and some recommendations, that answer the initial questions asked during the evaluation process (Details in Annex 1)

1. What were the achievements of the improvement teams with respect to the identified challenges?

Concerning the results of the improvement projects the teams were satisfied and proud to have complied with the requested products, although they also expressed their frustration with the delays of the proposal approval process, as well as skepticism regarding the use of the work they carried out on the part of some people. In their own words: "The immediate products are ready, but we have yet to see their impact".

2. How useful was the "performance improvement" methodology as the main guideline for the improvement project's design and implementation?

With respect to the usefulness of the performance improvement methodology the participants expressed that this methodology forces them to establish priorities, "it allowed them to land, not to fly" it was a side path that helped them return to the main road when they were lost. Another advantage they found was that the methodology was participatory in nature, the managers had to do most of the work. Although at times they lacked the technical skills to solve some problems, and had to seek external advice. They also expressed that aside from the methodology the facilitator from MSH was of great help.

3. How did teamwork function in terms of planning and managing the improvement project?

Concerning the work performed within the teams, the participants found that it helped them set aside the prejudices they had regarding persons from other projects. Although they had some differences at the beginning, through the pursuit of a common objective said differences disappeared. At the beginning they had unclear and ambitious plans, but the performance improvement methodology "helped them settle down and keep focused".

Although the teams' participation was not homogeneous, there was a core group that coordinated and distributed tasks. A key element was the conduction and leadership skills of certain persons within the group. It was very important for the team's adequate operation to have persons with experience and from hierarchical positions. The director's support was also very important.

4. What role did the Associates Assembly play in the process?

The opinions regarding the role played by the Assembly in terms of implementing the improvement projects were controversial. One group stated that the Assembly played no role at all, that it made almost no observations. Another group expressed its dislike, because the members thought that nothing of what they had done would be taken into account. "We used to send things but nothing ever happened". The other team expressed that a long time had elapsed before the proposals were approved. At first there was an initial defensive reaction from the Assembly, but once they understood the process the response was very positive.

5. What were the factors that boosted the process and what were the obstacles that had to be addressed?

Concerning the factors that limited the improvement teams' process, the factor that was mentioned the most was the lack of time and the difficulties team members had to overcome to coordinate this type of work. They also mentioned the initial prejudices towards persons from other projects that were part of their teams, the delay in approving the proposals and the fear that only a minimal part of that had been proposed would actually be put into practice.

With respect to the factors that facilitated the process, they mentioned: that they had clearly felt the Institution's risk and the desire to improve, the clear support and monitoring efforts of the directive staff and the intermediate management staff, the leadership and the willingness of certain persons to dedicate more time to the projects, communication among team members, Manuela's participatory culture and trust in MSH's facilitator.

The teams suggested that in order to improve the organization's performance, the suggestions proposed by the improvement teams should be implemented, communications and integration between programs should improve, the organization chart and institutional policies should be disseminated and respected, and the contributions and efforts should be valued, and the progress attained should be reported on a yearly basis.

II. Process analysis:

1. Results

Regarding the results, although intermediate results were expected, as a result of time and financial constraints, these were much better than what the staff initially perceived due to the lack of adequate information.

- The proposals related to the structure of governance organs and their composition, which was one of the main bottlenecks to attain "A modern governance structure that allows for the adoption of agile and timely decisions" were not only accepted but immediately put into practice, such as changes in the composition of the Assembly and the Directive Council, the attributions of the Directive Council and the Executive Director as well as changes in the organizational structure.

- As regards the proposal to generate reflection spaces, it was accepted and periodical socialization meetings were immediately scheduled, and the new attributions and resources to strengthen the planning area were identified. Other

suggestions such as training for project systematization, annual contests and other mechanisms to generate ideas are still pending implementation, and will be incorporated in the future.

- With respect to institutional values, not only was a proposal presented to keep reflecting about these values, but a consensus was reached and disseminated regarding the ten most important values for the staff that currently work for the Institution.

- The proposal to develop and promote new leaders within the organization was accepted and the implementation thereof was proposed for 2004 due to other Institutional priorities.

2. Usefulness of performance improvement methodology

- The performance improvement methodology was extremely useful, first of all to identify and involve the different actors in the identification of challenges that the organization had to address in order to survive in the medium term. It was like a dance that entailed goings and comings between the different actors: USAID, the General Director, the Associates Assembly, the managers team and even the indirect participation of operational levels through focus groups.

- Once the challenges were identified and a consensus was reached concerning the desired situation, the methodology allowed the teams, as the managers stated, to land and define the current and desired situation as well as the interventions to bridge the gap of each selected challenge.

3. Importance of teamwork

- It was very impressive to observe the commitment and professionalism of the teams. They conducted interviews, workshops, focus groups, requested expert opinions and did their best to submit concrete proposals to enable the Institution to address the identified challenges.

- Teamwork was not an easy task, staff members from different areas joined the teams willingly and with their best intentions. At the beginning the tensions that existed among the different projects became manifest within the teams. However, they acknowledged that it had been very good to interact with other people, because that had allowed them to cast away their prejudices.

- Another difficulty they faced was the lack of time to dedicate to these projects. However, the commitment and enthusiasm of key members within each team, as well as the support and backing from the directive staff and the external advisor allowed the teams to finish their proposals within the established timetables.

4. Context of the intervention and results

- When the performance improvement process was launched, the Institution was experiencing a critical moment as regards the approval and extension of its

ReproSalud project for an additional five-year term. This situation created a suitable environment for self-criticism as well as to seek change alternatives. The managerial staff was very aware of the prevailing situation and sufficient energy was generated to launch the change process and develop the proposals.

- Although the process started with a lot of energy, unfortunately other pressures within the Associates Assembly delayed the approval of the first proposals from August 2001 until February 2002. It was difficult to restart the process and inject new enthusiasm to the members of the improvement teams, but they managed to do it.

- At the end, after all the enthusiasm that was injected, the improvement teams became disappointment when they received the final response from the Assembly and the General Director. This disappointment was motivated by two factors: the first one because they were not informed clearly about which proposals were selected, and how they would be implemented, and secondly because the teams did not feel that their efforts had been sufficiently acknowledged. At a later meeting they were precisely informed about which proposals had already been adopted and which were being processed, in addition to thanking the participants for their endeavors and cooperation. The managers team is still anxious to see the results of the changes that were set in motion.

CONCLUSIONS

1. The management performance improvement process was suggested to MMR at a very adequate point in time, given that there was an awareness of the risks the organization would be exposed to if it failed to adjust to the new situation, and on the other hand within the context of updating its strategic plan from which the performance improvement challenges and projects were naturally derived

2. From the beginning all the key actors were involved, and it was possible to reach consensus regarding the challenges to be addressed and how to overcome them. However, the process was not simple because of the Institution's existing governance structure. In addition to securing USAID's approval, a consensus had to be reached by the three decision-making levels: The Assembly, the Directive Council and the managers team. There were two critical moments, one when the Assembly questioned the managers participation in areas such as the governance structure and another because other priorities were included in the agenda of the meetings, and project approval was deferred by almost eight months.

3. The process to identify challenges was a very interesting exercise that started out from a situational analysis of the strategic plan, enriched with interviews conducted with persons at different levels of the directive structure, and thereafter at a number of workshops aimed at involving the management in the identification of challenges and the development of the desired situation. This process created awareness regarding the current situation, and the need for change that generated sufficient energy to keep the process going in spite of the difficulties.

4. Due to the awareness that the three challenges that were addressed constituted crucial elements for the organization's survival in the long term. This allowed the process to continue in spite of the difficulties.

5. Although a lot of work is still required, the three areas that were addressed with respect to the promotion of new leaders, i.e. the generation of reflection and analysis spaces and the establishment of a new governance structure, significant achievements were attained that had an impact on organizational culture:

    a. Changes were made within governance organs and with respect to their attributions to avoid conflicts of interest and make the decision-making process more expedient

    b. A consensus regarding the ten most acknowledged values was attained by the employees, and once again they confirmed that there is a significant organizational mystique.[8]

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[8] Two fears were expressed during the interviews and within the focus groups. One of them was the fear that rapid growth and the incorporation of a large number of staff could translate into staff that was not totally imbued with the organization's values. The other fear was that the values of modernity such as efficiency and effectiveness could negatively affect the Institution's values.

c. A great deal of awareness was created regarding the need to incorporate new blood to the Associates Assembly, and new members are currently being incorporated

d. An awareness was created regarding the need to promote new leaders, and to ensure the development of executive profiles for directive positions. The profiles were prepared and hiring policies are currently being drafted.

e. The program to prepare and promote leaders was prepared to be launched in 2004

f. Systematic meetings were scheduled for reflection and analysis with the participation of staff from all the programs

g. The planning area was strengthened and functions were delegated so the staff can dedicate themselves to promote the generation of new proposals

6. A clearer communication and acknowledgment process between the Associates Assembly and the managers team was lacking. At first the Associates complained of being poorly informed regarding the process, and later on there were misunderstandings among the managers regarding the approval and implementation of proposals

7. The improvement teams worked enthusiastically and professionally. Although not everybody showed the same level of commitment, all the teams had a core of individuals that ensured that the expected products were delivered on time. The products were developed following a participatory method, taking into consideration the staff's opinions in addition to seeking external expert advise.

8. The commitment of the General Director and the program coordinators was crucial for the development of the entire process. They were always supportive and fostered teamwork, and even provided a budget that enabled them to carry out their activities.

9. All team members recognized that the performance improvement methodology as well as the support provided by MSH's consultant had been very useful to orient them and attain the expected results.

10. It is necessary for the General Director and the Executive Committee to monitor the implementation of the proposed actions in addition to informing the staff about the achievements.

RECOMMENDATIONS

Having concluded this stage of the process it is pertinent to issue the following recommendations for Manuela Ramos:

1. Monitor compliance with the proposed changes such as:

    a. Reflection and analysis meetings

    b. Strengthening the planning area so it can monitor new proposals

    c. Operation of new governance organs

    d. Operation of new structure

    e. Institutional policies to avoid conflicts of interest

    f. Institutional policies to hire staff for directive positions

    g. Measure leadership development indicators

2. Follow up on most transcendental issues with the Associates Assembly. Mainly admission policies for new members, identify individuals with managerial and leadership skills to occupy directive positions and policies to avoid conflicts of interest.

3. Periodically inform the managers group about the progress attained by the actions that were implemented.

4. Acknowledge individuals or teams for their achievements in the aforementioned areas.

5. Launch the training and promotion program for new leaders in January 2004.

6. Use the performance improvement methodology to address and solve organizational challenges, using multi-project teams that foster institutional integration

Annex 1

Opinions concerning the process devised by focus groups and interviews with directive staff.

During this last visit from October 21 to 25, 2002, three focus groups were conducted as well as one interview with the Director and Administrator to know their opinion regarding the results of the improvement teams as well as the application of the Performance Improvement methodology. Following is a summary of the opinions expressed by the focus groups.

1. **How useful was the "performance improvement" methodology as the main guideline for the improvement project's design and implementation?**

- Clear, very clear. It was good, it helped us to land, not to fly…It was the side path that led us back to the main road
- It was a guide, it helped us land. It forces you to give concrete answers, put your feet on the ground, establish priorities, identify indicators
- The advantage of this methodology is that it is participatory and active in nature; its risks are that we are involved and have different points of view, and the consultant is not there to mediate or facilitate. The group lacked knowledge, we had to seek technical support concerning the structure's operation
- An authorized opinion from the group that will adopt decisions must take part in the process.
- Calculate better the viability of the instruments or means to design the project. We were unable to implement all the diagnosis and design actions, we had to be more practical
- The methodology was very good, but the person (the consultant) was also good, her communication skills, her good judgment and tact. It was also good that everyone had a chance to participate

2. **Do you think that the desired performance was achieved for each identified challenge within the improvement project?**

- Yes, the products were obtained and an effort was made to comply with the deadlines, although some individuals showed more commitment than others. The work performed by the team coordinators must be acknowledged, as well as their commitment and dedication.
- In spite of all the ups and downs we are still here. We are very proud of our product although we are disappointed with the way it will be used.
- The immediate products are ready; we have yet to see their impact.
- I think that it was good, they managed to comply with the task although not everybody showed the same level of involvement and understanding. There was one soul that stood out in each group.

3. **From your point of view, how did teamwork function in terms of planning and managing the improvement project?**

- Even if there were differences, we solved them honestly and sincerely
- The team helped us to discard the prejudices we had regarding other persons

- The product is a product that was developed by all of us
- The facilitator helped us a great deal, although we had already established a solid group.
- Towards the end we had fewer discrepancies, we shared the same objective.
- There was interest, not all the members participated at the same time but whenever a person failed to attend she did her best to make up. The coordinator kept us informed with respect to what was going on, conduction was very important
- The core group was in charge of assigning tasks, the other memberss just followed instructions.
- At the beginning there were difficulties because we had very ambitious plans, but the methodology helped us settle down and stay focused.
- At the beginning we had many conceptual discussions, the questions asked by the consultant helped us keep focused.
- Some individuals were present at certain times, others at other times, but in general the majority participated, two persons conducted the group.
- Conduction was a key element, leadership within the group.
- Task accomplished
- The terms and follow up by senior directive staff was also a factor that enabled the achievement of tasks.
- It was important to form groups with individuals that were familiar with the issues and came from hierarchical and upper management levels

4. **What role did the Assembly play during the implementing of improvement projects?**

- None, the Assembly's review and observations were minimal. We had no conflict with the members of the Assembly because we did not have to be critical. There was some disappointment because we had heard that nothing of what we had done had been taken into account. We submitted things and nothing ever happened.
- From the time the first proposal was submitted to the time it was approved (by the Assembly) a long time elapsed, and the argument we heard is that the delay was due to lack of information, and we used to say, how could this be possible if half of the Assembly is part of the groups and we had submitted the document in writing
- We were told that it was the attribution of the Assembly to decide whether to take the proposals into account or not. That disappointed us, there was some ambivalence, on one hand the message indicated that it was very important, and on the other we were told that participation was voluntary.
- The decision to form improvement teams.
- Comments on the first proposals.
- Approval.
- At the beginning there was a reaction from the Assembly to question what the management was doing by issuing opinions regarding the governance structure. It was necessary to keep the Assembly informed
- The Assembly remained silent, it did not get involved in the process at all.
- When the Assembly became familiar with an issue, it stimulated the process.
- The first moment of resistance was difficult. They received a paper without any explanation, and it was an insolent paper.
- The process dragged on because the Assembly focused first on the design of the new strategic plan and the replacement of the director of ReproSalud.

5. In your opinion, what were the factors that limited the organizational performance improvement process at Manuela?

- As an organization there is no time for this type of work
- Initial prejudices regarding other people
- Inability to meet because of different working schedules, difficulties getting together
- The terms were extended, and that cooled down the process
- It was very disappointing when we were told that it was voluntary and that the Assembly would decide whether to take the work into account or not. When we were informed about the Assembly's decision that confirmed our fears, we felt that only 10% of what we had proposed would actually be put into practice
- Time constraints, due to work load.
- Budget constraints.
- Scarce communication with the Assembly, difficulties visualizing the entire process
- Other organizational problems that extended the process

6. In your opinion, what are the factors that facilitated the organizational performance improvement process at Manuela?

- The coordinator (chief) facilitated our work
- Work with the people that were available.
- Clear support from the directive staff with respect to the activities and the budget
- The external consultant
- The team's direction
- Electronic communications
- Communication, commitment, perseverance
- We adopted the strategy to work in pairs or small groups
- The terms and setting a date to deliver specific products
- Feeling at risk. Now things have quieted down again and we do not feel the same need
- The project was a deeply felt need
- Familiarization with the issues by all the members of the group
- The desire to improve
- Awareness that it is a changing organization and project
- Manuela's culture to do things in a participatory manner
- Change of management focus, addressing pending issues
- Facilitators presence, trust the facilitator

7. What are your suggestions to strengthen the performance improvement process at the organizational level within Manuela?

- Terms should not be so long. Agreements should not take so long and people should be informed
- The operative staff as well as the region's staff should also participate as members of the teams
- The organization chart is should be clearly exhibited on a wall
- Communication and integration among the different programs
- Explicit and clear institutional policies, which should be disseminated

- Apply the suggestions of the improvement teams
- Generate an information mechanism to keep everyone communicated
- Evaluate within one year, and report the results
- Value and reward contributions and efforts
- Secure the necessary resources to speed up the decision-making process regarding structural issues, for example SUF
- Get closer to the Assembly, or the instance that will adopt decisions. The Assembly did not participate
- Reinforce the institutional head, there is no head to see the entire field
- The head of planning, management and direction must hold a weekly or bi-monthly meeting on a systematic basis.

Annex 2
Leadership training program within MMR and design of a leadership development methodology at the community level

Background information

During its last strategic planning process MMR identified the development of leaders within the Institution as one of the challenges to address organizational growth as well as the demands of the environment. MSH's Management and Leadership Program has a methodology and experience to promote leadership development at the organizational level that can be used to develop leadership within Manuela. On the other hand the great challenges faced by public health, such as the HIV/AIDS epidemic: the high maternal mortality rates, teen pregnancy issues, among others, will not be resolved without the community's involvement and participation. MMR has methodologies and experience promoting women at the community level so they can fight for their rights.

At a session held with a group of eighteen managers from Manuela on Monday October 21st. of this year, we discussed the way to apply MSH's methodology to the development of institutional leadership as well as how the two institutions could design a methodology to promote leadership development at the community level.

Leadership training program within MMR

MSH, in direct coordination with MMR, would be responsible for the design and implementation of a one-year leadership development program within the Institution. The purpose of this program would be to identify leaders within the organization, conduct an evaluation of their leadership skills and implement through four two-day workshops held every two months, eight training modules for the development of said skills.

Additionally, as an essential part of the program, each participant would have to address and overcome a challenge set forth by the institution, and would receive support and advise from a mentor. Following is a detailed description of the program's components, the expected results, success factors and activities within each phase:

I   Program components

The leadership development program that is hereby proposed comprises: evaluation of leadership skills and personal development plan, training modules, challenges to be addressed, and support through personal advise and feedback based on results.

1. Evaluation of leadership skills and personal development plan

At the beginning of the program a 360º evaluation will be carried out to identify the participants' leadership skills. With the results of said evaluation, each participant will prepare her own personal development plan to be implemented during the year.

2. Training modules:

To support the participants as regards the development of leadership skills, eight training modules will be offered that will focus on said skills. Said modules offer some basic

knowledge and tools to practice the newly acquired skills. The topics included in each module are:

- Communication
- Personal advise
- Emotional intelligence
- Negotiation
- Systematic problem solving
- Focused perseverance
- Influence through trust
- Handling change

3. Advise or mentoring:

Each participant shall have an advisor or mentor that will accompany her throughout the entire program.

Criteria to select the advisor:
- She can be a member of the organization, a non-working associate or external person approved by the Executive Committee.
- There must be a feeling of empathy between the person receiving the advise and the mentor.
- She must be an experienced individual that can provide support and guide the growth process

Role of the advisor / mentor:
- Provide support to select the challenge and prepare the personal development plan
- Monitor compliance with tasks and progress of personal development plan through meetings held at least once a month
- Continuous communication through telephone or Internet

4. The challenges:

The individuals who participate in the program must have a challenge to address during the year the program lasts, and must prepare and implement a project. The Executive Committee will propose a menu of challenges to be selected by each participant and her mentor.

The selected challenge must meet the following criteria:

- It must imply the use of leader's functions to be resolved, lead others to attain an objective: explore, focus, align / mobilize and inspire
- It should benefit the Institution
- It should be measurable, and it can be evaluated
- The participant should be able to attain it

II   Expected results:

1. Leaders improve their skills and capabilities in the nine areas

2. The leaders address their challenges successfully using their skills to: identify opportunities, focus on priority issues, mobilize and inspire staff.
3. Better results are attained in terms of quality and productivity of the units lead by said leaders.

III   Critical success factors:

In order for the intervention process to be successful, Manuela's participation and commitment is critical in the following aspects:

1. Select the staff that will participate in the leader training process, persons that have a potential, desire to participate and time to invest in the program.
2. Provide said staff with the three fundamental elements to grow as leaders: a challenge, support and accompaniment. (In adherence to the guidelines foreseen in the design)

IV   Program development phases

The program's methodology is implemented in five phases involving key organization individuals. These five phases are:

1. Design of leadership development program
2. Selection of leaders team to be trained
3. Baseline leadership skills and challenge
4. Program implementation.
5. Program evaluation.

V   Detail of activities

1. Design of leadership development program:
   - Definition of criteria to select leaders
   - Leader selection procedure
   - How to select challenges
   - Design of accompaniment system and selection of advisors
   - Design indicators and leader development evaluation system at the institutional level

2. Selection of leaders team to be trained
   - Evaluation of potential leaders
   - Selection of leaders team
   - Selection of advisor/mentor
   - Selection of challenge to be addressed by each person

3. Baseline skills of leaders involved in the process as well as current status of the challenge they will address
   - Self-evaluation
   - 360º evaluation
   - Feedback
   - Personal development plan for each leader together with her advisor, which includes the achievements regarding the challenges to be addressed

4. Program implementation.
   - Offer eight modules, two every two months
   - Assign practical tasks between modules
   - Replicate each module with your working team or at the community level
   - Monthly follow up with an advisor
   - Offer an initial half-day workshop with the advisors

5. Program evaluation
   - Monthly evaluation of tasks and performance indicators with the advisor
   - Bi-monthly evaluation of progress attained in terms of knowledge and challenge
   - Self-evaluation and 360° evaluation of skills, initial baseline and evaluation at the end of the program one year later
   - Conduct an evaluation after six months to make adjustments to the program
   - Presentation of challenge results at the end of the program

VII   Program participants selection process

1. Who will enter the contest? Universe

   Professionals who have been working for more than one year and who have submitted an application will be eligible to participate in the selection process

2. Who evaluates?

   Committees composed by five persons: the area's coordinator, another person from the same area and three persons from another area or unit will be responsible for the evaluation of applicants.

   The evaluators will be selected by the Executive Committee based on the following criteria:

   - They should know all the individuals they will evaluate
   - They should be equally or more experienced that the persons they will evaluate

3. Who will be selected?

A group of thirty three persons who obtain the highest score will be selected in adherence to the selection criteria. The percentage of participants according to the executing units and regions will be proportional to what said unit or region represents within Manuela. Age will also be considered, and an effort must be made to select 60% of the participants under the age of forty.

Executing Unit	Headquarters	Region	Total
Social Rights	1		1
Economic Rights	1		1
SUF	2	7	9
Mercomujer	2		2
Reprosalud	2	10	12
Reproductive Health	1		1
Civil Rights	1		1
Management	4		4
PME	1		1
General Coordination	1		1
		TOTAL	33

4. How will the evaluation be carried out?
- The evaluation will be conducted in groups composed by 10 persons at the most
- Each group will be evaluated by a committee composed by five persons
- Each evaluator will separately organize the persons in each group according to each criterion, according to a range from one to ten. The person that most closely meets the criterion will be number one. Thereafter the matrix will be completed taking into account all the criteria and all the evaluators.
- The number of participants that obtain the highest scores will be selected from each group.

5. Selection criteria
- Practice of Manuela's values (Decalogue)
- Closeness to profile's attributes
- Managerial capacity
- Representation capacity
- Capacity to prepare and train other people

Design process for leader training methodology at the community level

Simultaneously to the development of the leaders' training program within Manuela, a small group composed by 3 to 5 persons, will meet at the end of each module to work during two days in order to:

- Visit a different region in each module to become familiar with field activities
- Review the practices and leader development methodologies that were already implemented within Manuela
- Identify the skills to be developed, discuss ways to approach said skills at the community level, as well as how to evaluate the challenge to be addressed and how to accompany and provide feedback.

DESIGN TEAM SELECTION PROCESS

The design team will be selected by the Executive Committee, taking into account if the team as a whole meets the following criteria:

- Desire to participate in the team
- They must be participants of the leadership development program at Manuela
- Experience in the application of leader training methodologies
- Experience preparing projects and writing proposals
- Practical experience in participatory methodologies
- Experience in field work
- Good communication skills

PRODUCTS

1. Design of methodology's components:
   - Evaluation system
   - Structure and ways to implement training modules
   - Selection method and types of challenges
   - Accompaniment and feedback system
2. Module design
3. Implementation proposal

Annex 3

"Manuela Ramos leader's profile and indicators to measure the progress of the promotion process for new leaders"

Manuela Ramos leader's profile is presented from 3 dimensions: what she should be, associated to the persons' characteristics that could be called innate, and which also constitute the main inputs for the identification of leaders; what she can have, the characteristics that can be learned and/or reinforced; and what she must do or demonstrate in her work relationship with Manuela.

PROFILE

Essential Values

Commitment to institutional mystique
Honesty and transparency
Solidarity
Social responsibility
Justice
Respect

Desirable Attributes

Visionary
Communicator
Creative
Proactive
Assertive
Tenacious
Perceptive
Tolerant
Flexible
Conciliating

With respect to institutional principles, the leader must show a commitment to Manuela Ramos' mystique and principles. This is a fundamental aspect for the identification of leaderships, given that the identified individuals represent the institution. In this sense, the leader shall develop a series of management, institutional representation and training activities.

LEADERS TASKS

MANAGEMENT LEADERSHIP	REPRESENTATION LEADERSHIP	PERSONAL TRAINING AND ORIENTATION
• Hold a directive position (Chief) • Organize and delegate tasks • Direct, acknowledging the work performed by others • Negotiate adequately and equitably in and outside the Institution. • Plan actions, creating opportunities for others • Coordinate and agree on a permanent basis • Promote and practice the main Institutional values • Promote working teams • Be demanding with oneself and with others. • Distribute resources efficiently and equitably. • Obtain financing for Manuela and its projects	• Represent MR • Project MR's image within Society. • Relate with public and private instances, a well as with the media • Establish and/or promote MR's position within the media • Disseminate the institution's mission and principles • Relate MR with international instances. • Project the image of a consequent and empowered woman. • Detect opportunities • Align	• Train the institution's staff and other groups of strategic interest for MR. • Share and disseminate information that is relevant for the Institution. • Be familiar with gender issues in all their dimensions • Foster the participation and integration of manuelas and manuelos • Lead mystique construction or strengthening processes • Transmit trust and security at all institutional levels.

Result Indicators

- Number of new leaders in management positions
- % of representation leaders according to age and seniority
- Number of new leaders in representation positions
- % of leaders in representation positions according to their age
- % of leaders in representation positions according to areas and regions
- % of leaders in representation positions according to their seniority at MMR
- (develop the baseline before beginning the process)

Process Indicators

- Written policies to identify leaders
- Written policies for leader training
- Written policies for the promotion of new leaders
- Written procedures for the identification of leaders
- Operating leader training and accompaniment program

Annex 4   Proposals for the generation of reflection and analysis spaces

Diagnosis: The reflection and analysis processes are not always collective in nature, and are not clearly considered as an institutional line of work. The fact that international cooperation favors promotion and intervention, rather than reflection, analysis or investigation constitutes a contributing factor.
The work load and the projects' intervention demands contributes to discarding the time required for processing and reflecting about the experiences. This is a factor that contributes to the lack of motivation.
The few spaces that exist end when the objective is attained, linked to concrete products (work coordination, clarification of topical aspects, drafting of proposals or projects, etc.)
The existence of a consensus or exhaustion of debate is assumed regarding some topics or conceptual aspects.

Mechanism 1 : Quarterly discussions of topics regarding intervention, reflection and systematization of working teams.					
Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Establish spaces for reflection and analysis at the institutional level	• Exchange ideas and reflections concerning issues linked to institutional work with the participation of the entire staff (technical and management teams).	▪ Once a year each program will organize an internal presentation of a topic linked to the project that is being developed or related topic areas. ▪ This program will be part of MEPI's agenda. ▪ When there is an important problem linked to the political situation, the specialized program must address it, and the timetable will be modified ▪ Each discussion session will give rise to a publication or the development of an opinion article that gathers the wealth of collective discussion ▪ The institution shall promote the scheduling of an annual meeting by the regional offices to analyze and present a reflection on a topic of interest for the team.	Each program will be assigned, a date, once a year, in accordance with the timetable, on which it will coordinate and submit a report, discussion topic, etc. aimed at promoting collective reflection and analysis. Each topic or reflection to be presented will be previously discussed by the team. The topics presented may be linked to the interests and/or requirements of cooperation agencies	The programs and MEPI define and develop the activity. The Planning, Monitoring and Evaluation Office coordinates and monitors the activity.	In case there are pre-publications, the final publication constitutes the result. In case of debate topics, the result will be the preparation of an article for institutional organs or other instances.

Indicators: ▪ Number of program presentations during the year ▪ Number of meetings to analyze the political situation

• % of staff participation at meetings • Number of reflection and analysis meetings at regional offices. • Number of articles or annual publications					

Mechanism 1.b: Discussion and socialization of new publications

Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Establish spaces for reflection and analysis regarding the new publications at the institutional level.	• Enrich reports and publications with suggestions, observations, stemming from internal discussion spaces. • Disseminate the new publications within the organization	• It is advisable that prior to editing, all publications should be submitted to an internal discussion process with the participation of persons that are familiar with the subject matter and create the space so people from other programs, who are interested in the subject matter can participate.	Engage some specialists to read and comment on the pre-publication. Hold a meeting to present the publication, and invite all interested parties	The Planning, Monitoring and Evaluation Office coordinates and monitors the activity	Institutional team is informed with respect to the progress of reflection. New projects are based on theoretical and technical foundations that support their proposals. Enriched publication
Indicators:					

Diagnosis: The lack of permanent spaces for reflection and production of new ideas, leads to the assumption that consensus regarding some issues and/or conceptual aspects has been exhausted.					
Mechanism 2 : Annual contest of innovative proposals					
Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Promote and acknowledge intellectual production at the institutional level		▪ The institution shall have an incentive system to reward the production of knowledge. The incentive system may foresee (a sabbatical month to finish the document, a publication, eligibility to attend academic events). ▪ The production of articles, publications or participation in congresses will be taken into account during the performance evaluation, as a form of institutional strengthening.	Organize an annual contest of "innovative proposals" and /or systematization documents that will receive a special mention in case the proposal is viable as a project, and with respect to systematization as an institutional publication. Assign a sabbatical month to develop the best proposals. Scholarships and trips granted based on scores assigned for contributions to the institution. Incorporate the creation of new ideas as an essential part of performance evaluation	The General Coordinator with the Programs.	Projects with innovative proposals that can be financed. New systematization products. New publications
Indicators: ▪ Number of individuals that take part in the contest ▪ Number of initiatives submitted ▪ Number of identified winning documents (publication, opinion article, new project, etc.)					

Diagnosis: 48.1% of the members of the institution's technical team, believe that the knowledge that is generated is not sufficiently exploited due to the absence of capabilities to systematize and analyze. 83% of the institutional staff that was interviewed stated that training is one of the measures that the institution should implement to foster the development of reflection and analysis spaces.

Mechanism 3 : Institutional training system

Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Qualify human resources in terms of systematization and other needs according to institutional projects and priorities		• The general coordinator will consolidate the annual operational plan with an institutional systematization training plan that will be prepared with the requirements and proposals defined by the different programs. • This training must ensure in all cases the development of an institutional product (new work proposal, systematization document, project, etc.)	Selection of specific areas that require strengthening Participation in courses that strengthen basic methodological tools to provide feedback for internal work Socialization of learning of course participants with the remaining members of the team. This training will be financed with the resources allocated to institutional strengthening.	The General Coordinator will be responsible for the consolidation of the training plan and ensuring the viability thereof, in adherence to the programs.	Institution's teams trained in systematization.

Indicators:
- Number of systematization training events foreseen in the annual operative plan
- Number of persons from each program that participate in systematization training events during the year.
- Number of events or training replication mechanisms developed by the programs
- Number of products, innovative proposals, opinion articles or systematization documents developed by trained staff

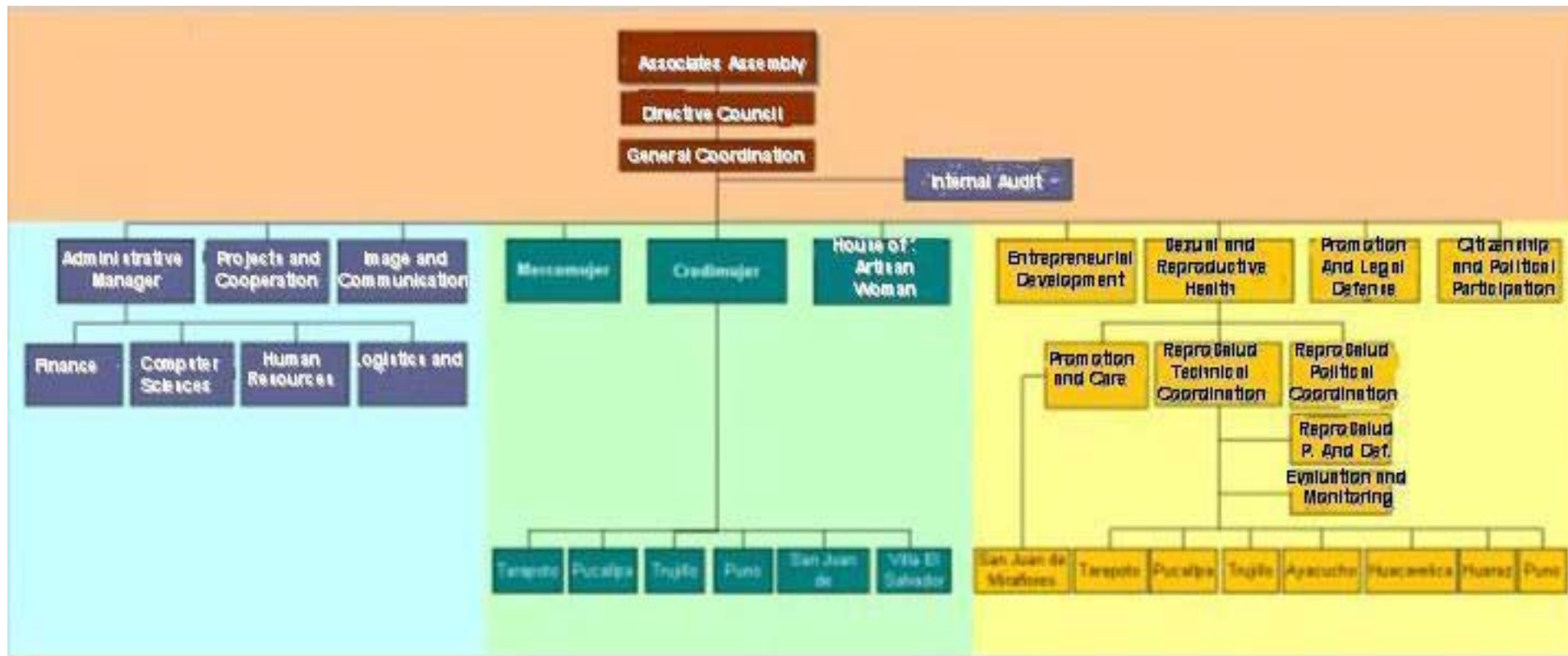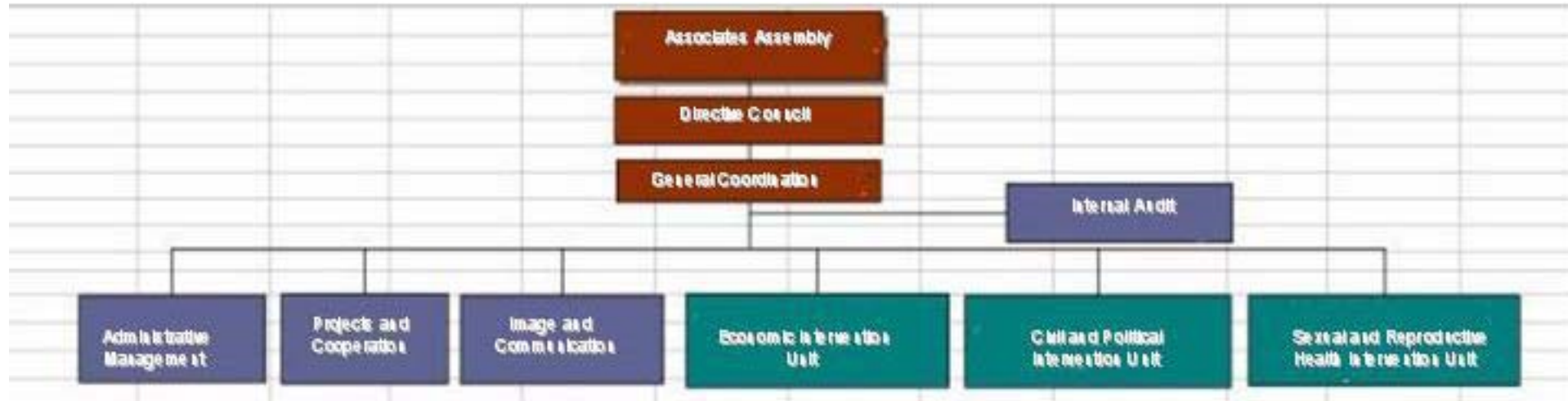| Diagnosis:	Lack of funding for reflection, analysis and knowledge production spaces and processes, absence of specific time for this function.				
Mechanism 4 :	New projects include in their design, time and money for reflection and analysis				
Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Establish guidelines so projects consider reflection and analysis from a budgetary and programmatic standpoint.	Contribute to the development of new projects as innovative proposals based on reflection and analysis, which will help further Manuela's objectives with a strategic vision. Ensure that projects have the minimum resources required in terms of time and money for the implementation of reflection and analysis experiences.	▪ Project systematization will be a collective experience. ▪ Projects should foresee, since their inception the registration of necessary information for systematization.	New projects will be discussed and enriched with suggestions from different people within the institution who are familiar with the issues that were prioritized. The projects implemented by different programs will take into consideration time and budget for the diagnosis and/or systematization of their experiences Establish as part of the scheduled activities the discussion of preliminary results prior to the publication or submission of the final report.	The Programs implement and develop the contents The Planning, Monitoring and Evaluation Office develops the guidelines and monitors the activity.	New projects include time for diagnosis and systematization of results in their timetable New projects include money in their budget to fund diagnostic activities and systematization of results
Indicators: • Number of projects discussed before they are presented • Number of projects that foresee time and budget for diagnosis • Number of projects that foresee time and budget for systematization • Number of reports discussed • Number of publications discussed prior to their publication					

Diagnosis: Need to have a team, program or specialist that orients, promotes and monitors the systematization and knowledge production processes					
Mechanism 5 : Creation of an instance that promotes reflection and analysis within the PME Unit					
Objective	Specific Objectives	Policies	Procedures	Responsible entity	Result
Strengthen the Planning, Monitoring and Evaluation Office through the creation of an instance that promotes and provides technical support for reflection and analysis spaces within programs.	▪ Promote, direct and provide technical advise on reflection and analysis for intervention experiences and production of knowledge. ▪ Identify internal and external resources in each program for the production of knowledge. ▪ Create contacts and seek internal and external opportunities to develop concrete proposals, projects or systematization products.	▪ The institution will have a support organ that ensures the implementation of functional reflection and analysis spaces, in terms of the needs of the different programs. ▪ The planning, monitoring and evaluation office will be responsible for the evaluation of results of these reflection and analysis mechanisms	It must be funded by the different projects, provided these foresee direct costs associated to reflection, analysis and the production of knowledge in general.	The General Coordinator and the Planning, Monitoring and Evaluation Office.	A Planning, Monitoring and Evaluation Office is in place, and is strengthened to promote and support reflection and analysis. Mechanisms to generate new proposals are in place interacting with the results of reflection and cooperation trends
Indicators: • Operational plan of the new instance under implementation • Number of mechanisms and guidelines designed by the new instance to provide orientation and advise to the programs. • Number of proposals, projects or contacts developed or promoted by the programs • Number of products or projects placed or presented to international cooperation.					

Annex 5
Proposed governance structure

Actual current structure (not as approved by the Assembly but how it actually operates)

Target structure

Annex 6
Decalogue of Manuela's Values

Our Values

Equity
Feminism
Leadership
Solidarity
Democracy
Honesty
Respect for diversity
Willingness to change
Professionalism
Creativity

Manuela Ramos